	Type	L #	Hits	Search Text	DBs	Time Stamp
1	BRS	L1	9900	environment near10 (mock or mock-up or simulated or testing)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 18:54
2	BRS	L2	1743	(lab or laboratory) near5 (home or house)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 18:59
3	BRS	L4	104	"in-house" near5 testing	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 18:55
4	BRS	L5	3	l3 and l4	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 18:55
5	BRS	L3	52	l1 and l2	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 18:56

	Type	L #	Hits	Search Text	DBs	Time Stamp
6	BRS	L6	1537	(laboratory) near5 (home or house)	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 18:59
7	BRS	L7	45	l1 and l6	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 18:59
8	BRS	L8	536880	testing	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 18:59
9	BRS	L9	42	l7 and l8	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 19:01
10	BRS	L10	10	l1 and l4	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 19:02

	Type	L #	Hits	Search Text	DBs	Time Stamp
11	BRS	L11	29	l1 and 705/10-14.ccls.	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 19:05
12	BRS	L12	1239032	house or kitchen or room	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 19:05
13	BRS	L13	14	l11 and l12	USPAT; US-PGPUB; EPO; JPO; DERWENT	2004/05/15 19:05

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?show files, ds
File  15:ABI/Inform(R) 1971-2004/May 15
         (c) 2004 ProQuest Info&Learning
File  16:Gale Group PROMT(R) 1990-2004/May 17
         (c) 2004 The Gale Group
File 148:Gale Group Trade & Industry DB 1976-2004/May 17
         (c)2004 The Gale Group
File 160:Gale Group PROMT(R) 1972-1989
         (c) 1999 The Gale Group
File 275:Gale Group Computer DB(TM) 1983-2004/May 17
         (c) 2004 The Gale Group
File 621:Gale Group New Prod.Annou.(R) 1985-2004/May 14
         (c) 2004 The Gale Group
File   9:Business & Industry(R) Jul/1994-2004/May 13
         (c) 2004  The Gale Group
File  20:Dialog Global Reporter 1997-2004/May 14
         (c) 2004 The Dialog Corp.
File 476:Financial Times Fulltext 1982-2004/May 15
         (c) 2004 Financial Times Ltd
File 610:Business Wire 1999-2004/May 15
         (c) 2004 Business Wire.
File 613:PR Newswire 1999-2004/May 15
         (c) 2004 PR Newswire Association Inc
>>>Invalid SHOW option: ,
File 624:McGraw-Hill Publications 1985-2004/May 14
         (c) 2004 McGraw-Hill Co. Inc
File 634:San Jose Mercury  Jun 1985-2004/May 14
         (c) 2004 San Jose Mercury News
File 636:Gale Group Newsletter DB(TM) 1987-2004/May 17
         (c) 2004 The Gale Group
File 810:Business Wire 1986-1999/Feb 28
         (c) 1999 Business Wire
File 813:PR Newswire 1987-1999/Apr 30
         (c) 1999 PR Newswire Association Inc
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Td095

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Set     Items   Description
S1      59649   (MOCK OR MOCK-UP OR SIMULAT?) (S) (ENVIRONMENT OR HOUSE OR
                KITCHEN OR BATHROOM)
S2      592218  TEST? (10N) PRODUCT??
S3      1626    S1 (S) S2
S4      4438    (MOCK OR MOCK-UP OR SIMULAT?) (10N) (HOUSE OR KITCHEN)
S5      1626    S2 (S) S3
S6      1168    S5 NOT PY>2001
S7      136622  CONSUMER (10N) RESEARCH
S8      15      S6 AND S7
S9      7034    (SIMULATED OR MOCK OR MOCK-UP) (10N) (KITCHEN OR HOUSE OR -
                ENVIRONMENT)
S10     67989   REAL (10N) ENVIRONMENT
S11     810     S9 AND S10
S12     577     S9 (S) S10
S13     158583  (REAL (10N) (HOME OR ENVIRONMENT))
S14     584     S9 (S) S13
S15     106     S2 AND S14
S16     50      RD (unique items)
S17     3       S16 AND S7
S18     34446   (LAB OR LABORATORY) (20N) (HOME OR HOUSE)
S19     1195    S18 (S) S2
S20     34      S1 AND S19
S21     18      RD (unique items)
S22     11      S21 NOT PY>2001
S23     505     S1 AND S18
S24     324     S1 (S) S18
S25     216     RD (unique items)
```

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S26      171      S25 NOT PY>2001
S27        0      IN-HOME (10N) TESTING
S28        0      (IN-HOME) (10N) (TESTING)
S29        0      "IN-HOME" (10N) TESTING
S30        0      IN-HOME (1W) TESTING
S31  2024675      TESTING
S32       64      S1 (S) S18 (S) S31
S33       40      RD (unique items)
S34       32      S33 NOT PY>2001
?
```

17/9,K/2   (Item 1 from file: 16)
DIALOG(R)File   16:Gale Group PROMT(R)
(c) 2004 The Gale Group. All rts. reserv.

07379558   Supplier Number: 60072166   (THIS IS THE FULLTEXT)
**New Uses That Revitalize Old Brands.(Polling Data)(Statistical Data
   Included)**
WANSINK, BRIAN; GILMORE, JENNIFER MARIE
Journal of Advertising Research, v39, n2, p90
March, 1999
ISSN: 0021-8499
Language: English   Record Type: Fulltext
Article Type: Polling Data; Statistical Data Included
Document Type: Magazine/Journal; Refereed; Professional
Word Count: 4995
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 Generating new uses for mature brands creates strategic opportunities for
increased usage of the brand among heavy-users or newly targeted segments.
In-depth interviews were conducted with 34 experienced brand managers and
with 402 consumers who used old brands in new ways. The results focus on
three key questions: (1) What new uses will revitalize an old brand?; (2)
How do consumers learn of new uses for old brands?; and (3) How can new
uses be most effectively communicated? Answering these questions enables
one to craft a new usage campaign that increases both brand equity and
sales.
     NUMEROUS MATURE BRANDS have revitalized their sales by advertising new
usage situations. Consider Arm & Hammer in 1969. Sales were dropping
because of a decline in home-baking and the introduction of ready-to-bake
packaged foods that already included baking soda. Revitalization was
critical. Arm & Hammer responded by marketing the brand as a deodorizer for
refrigerators, and sales skyrocketed. Clorox bleach is traditionally used
for brightening clothes; however, surveys have discovered consumers using
the brand all over the house from cleaning tiles and countertops to
scrubbing windows and floors. Dannon yogurt, once viewed only as a
stand-alone health food, is now seen on bakery mix packages as a substitute
for high-fat eggs and oil in muffins, dips, and brownies.
     Expansion advertising, promoting new uses for old brands, can
increase sales by increasing usage frequency. Indeed, in some cases, it is
considerably less expensive to increase the usage frequency of current
users than it is to convert new users in a mature market (Wansink and Ray,
1996). Consider Table 1. By understanding how consumers learn about new
uses for mature brands, marketers can become more effective at developing
new uses and compellingly promoting these new uses to the most promising
segments.
     This research investigates three key questions: (1) What new uses
will revitalize an old brand?; (2) How do consumers learn of new uses for
old brands?; and (3) How can new uses be most effectively communicated? To
answer these questions, in-depth interviews were conducted with 34
experienced brand managers and 402 adult consumers who used old brands in
new ways. We found a "best practices" answer to the first question through
the 34 brand managers, and we found a statistical answer to the second
question through the 402 consumers. These findings are combined with
existing research to generate expansion advertising tactics and marketing
strategies that successfully answer the third question.
     1. WHAT NEW USES WILL REVITALIZE OLD BRANDS?
     To determine the new uses that revitalize old brands, 34 experienced
packaged-goods managers were interviewed by phone. These were managers who
had been identified by trade articles as innovators in expanding old brands
into new usage situations. The interviews, ranging from 12 to 54 minutes,
included questions concerning the methods used to generate new ideas, the
procedures they used to screen these ideas, and the promotional activities
they used to educate consumers about these new uses.
     Procedures to generate and screen new uses for old brands
     While the processes for idea generation vary across companies and

product lines, seven common processes were used to generate and screen new uses for their brands (see Table 2). In all cases, multidisciplinary project teams were formed with various responsibilities (including manufacturing, research and development, sales, distribution, accounting/finance, operations, and marketing). Advertising agencies were involved in the process to align industry expertise in **consumer** behavior, market **research** , and trend analysis with internal strengths and brand positioning.

Generating new uses begins with an analysis of brand usage, customer demographics, competitive products, and promotional effectiveness. Once the primary research is done, internal brainstorming (through round tables) is conducted to discuss the opportunities for new uses from both a technical and a behavioral perspective. Ideas are prioritized based on core competencies, competitive **products** , and technologies and are then **tested** both from a production feasibility standpoint and a customer acceptance standpoint. After setting sales or brand equity goals, the marketing communication plan is laid out, and the role of the new use in the Strategic Brand Plan is decided.

Research methods that generate new uses for old brands

Despite the delay and the cost, the most successful campaigns involved primary **consumer** **research** . These methods commonly involve **consumer** mail surveys, focus groups of heavy users, in-home interviews, mall intercepts, write-in contests, and an 800 consumer line. Yet as Table 3 indicates, each method serves a different purpose, and no one method should be relied on to give the best answer.

The effectiveness of these methods vary. According to the brand managers, consumer surveys, focus groups, and in-home studies of heavy users frequently generate the most useful information because they allow the interviewer to probe more deeply than mall intercepts or phone surveys. The experimenter can also change tactics or shift focus as new issues develop, and he or she can follow up on unexpected new uses that arise during the interviews. The main drawback to these methods is the time and cost.

Alternative mechanisms--such as write-ins, contests, and 800 lines--are often used as public relations techniques and often prove useful in developing a database of users. However, the ideas that are generated in these ways are often unique to a specific consumer and do not generally provide marketable applications for the brand. Many of the more feasible ideas generated by contests and call-ins are reportedly ones that most project teams have already considered. in addition, various legal issues (such as credit and compensation) arise when a consumer's idea is used. This tends to not make it a favorite method among most teams.

Focus groups and consumer surveys For new uses, it is often the case that heavy users are best used in focus groups and light and nonusers best used in concept tests. Separating heavy users from light users increases the effectiveness of the test (Wansink and Ray, 1992). Heavy users would not be the best choice for concept tests, since their usage rates and brand equity would bias the results in a favorable direction. Likewise, light users would be less useful in a focus group, since their experiences with the brand are often not frequent or salient enough to provide deep or meaningful insights.

The objective of the focus group is to uncover tacit knowledge (and "consumer secrets") about the brand and its attributes. Generating attribute knowledge leads to the ideation of new uses (such as recipe ideas). These new uses can then be categorized and screened according to the brand positioning (such as "easy to use," "low-fat, healthy substitute," or "new and creative" for food **products**), the feasibility, and the estimated consumer acceptance.

Concept **tests** The purpose of concept testing is to determine positioning and promotional strategies. Consumers are shown advertisement mock-ups or story-boards of the new uses and asked a variety of questions concerning perceptions (such as taste, efficacy, convenience, and cost) and usage likelihood. The danger of concept tests lies in overly leading consumers. Subjects have been repeatedly shown to modify their answers in

order to accommodate what they believe the interviewer or group leader wants to hear. Thus, control and cover questions should be included to help measure and control bias in the results. Table 4 provides sample questions that have been successfully used in food and in recipe advertisement concept tests.

In-home testing In-home testing generates creative and candid responses (Griffin and Hauser, 1993). It is also expensive and time consuming, because it often involves videotapes or written diaries of everyday activities. Care must be taken that the study lasts long enough for the desired new usage situations to naturally arise (e.g., if a consumer uses lemons to clean their sink once a month, it is only 25 percent likely to show up in a one-week test). There is also a concern of bias since the heaviest users and most loyal consumers are likely to be among those most interested in exerting the effort to complete the study.

An alternative that is being tested at the Food and Brand Lab at the University of Illinois is the creation of a "laboratory home" wherein a **simulated environment** is created with everyday amenities. The consumer is asked to tour the environment and articulate uses for the brand being tested. Two areas of potential bias are (1) creating a "lab home" that has too few living areas, and (2) only including the brand being tested. (A "home" consisting of only a kitchen and bathroom will exclude any new uses from other parts of the house, and it can sometimes "force" new usage creation to appease the experimenter.) The sample questions in Table 4 were validated in both **real** homes and in the laboratory **home** . The feasibility and market potential of these ideas are analyzed based on consumer trends, adoption, competitive **products** , and volume projections. The top ideas move on to concept **testing** with new groups and surveys.

In-home call-backs Useful information can be acquired by having consumers experiment with the new use in their home and provide feedback. After consumers are screened, they are typically given a supply of the brand and instructions on its new use. After a set time period (from one week to two months), the consumer is interviewed or surveyed about their experiences with the brand in its new use. This helps determine the usage intentions for the brand and perceptions of the brand after it is used in the new way. Not only can attitudes toward the new use be mea sured, but the effect of the new use on total brand equity can also be assessed.

While in-home call backs are relatively inexpensive, they are time consuming. Nevertheless, these are especially helpful when the company is concerned about the intervention bias that might result from too much exposure during use. In other words, it allows the company to test the feasibility of a new brand use without replicating the usage situation in a stressful lab environment or having an experimenter looking over the shoulder of the subject.

Companies use many different types of primary research and screening methods to derive new uses for their mature brands. If time and budgets permit, focus groups, surveys, concept tests, in-home visits, and in-home callbacks tend to be preferred methods. The question now remains: given a feasible new use, what is the most compelling way to promote this use? Put more broadly, how do consumers learn of new uses for old brands?

2. HOW DO CONSUMERS LEARN OF NEW USES FOR OLD BRANDS?

To understand how consumers learn of new uses for old brands, open-ended questionnaires were sent to 450 consumers from five states (California, Illinois, Iowa, New Hampshire, and Pennsylvania) who had indicated in a prior screening that they used old brands in new ways. Of this sample, 402 consumers (89 percent) responded in time to be included in the analysis. Of those surveyed, 61 percent were between the ages of 35 and 50; 77 percent were home-owners; 73 percent had two or more children; 68 percent were female; 58 percent were college graduates; and 53 percent were from the midwest, 41 percent from the east coast, and 6 percent from the west. Compared to population norms, this sample was slightly more educated than what would be expected from the basic age demographic. They were asked to describe a product that they used in a way different than which it was intended and to indicate why they used it that way. They were also asked to describe how they learned about this new use and how they would describe t

he typical person who also used the product in this alternative manner. The new uses they described varied from novel (using throat spray to treat razor burn and using baking soda as an anti-acid) to common (eating breakfast cereal as a midnight snack).

Why do people find new uses for old brands?

While the classic example of a new use is that of using baking soda as a refrigerator deodorizer, the majority of new uses for old brands are not so drastic. They often involve recipe substitutions (using yogurt instead of cooking oil) or using brands in similar ways but in different contexts (using Liquid Paper to cover up scratches on doorframes). What are the most popular new uses for old brands? As seen in Table 5, new uses are largely determined by the original use for a brand. To a large extent, food products are still eaten, personal care items are used for personal care purposes, and cleaners are used for cleaning.

The tendency toward using products in similar contexts (i.e., foods as foods and cleaners as cleaners) can be easily explained from a psychological standpoint. Consumers do not like to think that the Vaseline they use to remove makeup can also keep door hinges from squeaking; nor that the soda they drink can strip corrosion off battery terminals. There are some mental lines between product categories that people are hesitant to cross. This is especially true when it comes to products that go in or on our bodies (foods and beauty products).

People use old brands in new ways when these brands are seen as better than a substitute product that is currently used in that usage context. As Table 6 indicates, old brands are most often used because they are seen as more convenient, less costly, healthier, or more effective than what would otherwise be used. In nearly all cases, the old brand is used in the new situation because it dominates the product that is typically used. Foods are used in new situations because they are healthier (popcorn over potato chips, or sugarless sweeteners over sugar). Health and beauty products are used in new situations because they are either of "lower cost" or "more effective." And cleaners are used in new situations because they are "more convenient." These findings are consistent with an exploratory study (Desai, 1992) which found that consumers use brands in different ways for three practical reasons: (1) convenience--the brand is a handy, immediate solution to a specific need; (2) effectiveness--the brand works mor e effectively than an available (or unavailable) substitute; and (3) cost--the brand is less expensive than using or stocking an alternative.

How do people learn about new uses for old brands?

People learn about new uses for old brands either through referral-based learning (parents, friends, spouse, or self) or through media-based learning (packaging, magazines, television, or books). Many new uses for mature brands-- particularly those involving new usage situations for food--are a result of referral-based learning (see Table 7). With media-based learning, magazine advertisements were more effective than television advertisements. Subsequent focus groups indicated the perceived superiority of print was because more information can be communicated at a more leisurely rate. In addition, magazine advertisements gave the new uses a chance to "sink in," or to be revisited with repeated readings.

Of particular interest is the finding that the most compelling way to suggest a new use is to advertise it on the package or label itself. Part of this can be attributed to a captive market, that is, the person reading the package is already favorably predisposed to it. However, a stronger reason could be the strength of packaging at the Point-of-Usage (Wansink, 1996). If the intended new use is actually printed on the package, the consumer will be reminded of the new use every time the brand is consumed. This also had a "halo effect" of increasing the perceived versatility of the brand, which has been shown to increase brand equity.

What consumers should be targeted?

What are the characteristics of a new user? When asked this question, consumers most often described a person who was "health conscious," "thrifty," "imaginative," "seeking natural products," "adventurous," "investigative," and a "timesaver." The majority described a woman (see Table 8), and over 27 percent specifically identified her as being a

"mother." It comes as no surprise though that children act as a very strong motivator to either decrease costs or increase convenience by using old brands in new ways.

Interestingly, the ideal user described by brand managers was remarkably similar. They were anecdotally described as early adopters, educated, curious, health conscious, not price sensitive, brand loyal, and female. The convergence of these perceptions of managers and consumers suggests a clear target profile for new usage campaigns.

3. HOW CAN NEW USES BE MOST EFFECTIVELY COMMUNICATED?

The insights generated from surveys and interviews will underscore the brand's advantages in the new situation. In promoting this new use, the main objective is to leverage brand equity by reinforcing the core advantages that are the most appropriate for the new usage situation. (1)

While doing this, the key to effectively advertising a new use for an old brand lies in making this new use appear similar to existing uses of that brand but not overly so. If perceived as similar, the existing use for the brand provides an "attitude halo" for the new use and eases its adoption. Suppose a woman sees an advertisement encouraging her to drink Pepsi during a morning break. If drinking Pepsi in the morning is advertised as similar to drinking it for an afternoon "pick-me-up," this "halo" can begin to make Pepsi a morning consideration. Usage-related advertising increased monthly usage of three test brands by an average of 73 percent (Wansink and Ray, 1996). If the new use is seen as too similar, however, the consumer will discount the message; reason tells them that if the two situations were so similar they would already be using the brand in that situation.

Perhaps the quickest means to increase usage frequency is to position the brand as a substitute for products in other categories. For instance, expansion advertising campaigns encourage consumers to use Philadelphia cream cheese instead of butter on bread, to eat Special K breakfast cereal instead of cookies in the afternoon, and to serve Orville Redenbacker popcorn instead of potato chips and peanuts at a party. These attempts are most successful when the revitalized brand is seen as different--but not too different--from the substituted product. If the new-use brand and the product it is looking to replace are too different (e.g., dry cereal and ice cream), their similarities should be advertised. If they are too similar (frozen yogurt and ice cream), their differences should be advertised (Wansink, 1994).

There is no one perfect strategy to promote a new use for a brand. The effectiveness of a strategy depends on a brand's availability, its potential usage rate, and the number of potential substitutes it has (Desai, 1992). Consider Table 9. If a brand is easily found around the home, has a high potential usage rate, and has many substitutes, a preemptive advertising and promotional strategy should be considered. On the other hand, if a brand is not normally found around the house, has a high potential usage rate, and has many substitutes for the new usage situation, a preemptive distribution strategy should be considered. Because the brand first has to be in the house, a heavy distribution strategy and POP advertising plan is of primary importance (Desai, 1992). Ultimately, the best test for selecting the optimal marketing strategy is a copy-test with cognitive response questions pertaining to both usage likelihood as well as usage frequency of both heavy and light users (Wansink and Ray, 1992).

CONCLUSION

While new usage campaigns can fully revitalize a brand (recall Arm & Hammer baking soda), even sales lifts of 3 to 5 percent are often considered successes (Wansink, 1998). What can be expected for a specific brand in a specific situation typically lies somewhere in between these two extremes. The possibilities are determined by (1) the number of substitutes for the new use, (2) the availability and penetration of the target brand, and (3) the potential frequency of this new use.

Generating new uses for mature brands creates strategic opportunities for increased usage of the brand among heavyusers or newly targeted segments. Doing so can increase sales, protect the brand from competitors,

or simply decelerate a death spiral. Of key importance is understanding the real reasons behind why and how consumers use the brand. Understanding this information enables one to craft a new usage campaign that increases both brand equity and sales.

BRIAN WANSINK is associate professor of business administration, of advertising, and of agricultural and consumer economics at the University of Illinois, Urbana-Champaign. He is Founder and Director of the University's Food and Brand Lab (FoodandBrandLab.com), which focuses on product-usage research and on revitalizing mature brands. Dr. Wansink received his Ph.D. from Stanford University.

JENNIFER MARIE GILMORE is marketing manager at MCI WortdCom Mass Markets. Prior to this, she was a project leader for the Food and Brand Lab at the University of Illinois. She is a 1998 University of Illinois MBA graduate.

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(1.) Marketing to loyal brand consumers, heavy users, and segmented innovators is likely to be the best approach in promoting the new use. These markets are typically the ones that are primed to accept the promotional message in a positive light.

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New Uses for Old Brands
Proposed, Pretested, or Launched

Brand	New Use for the Brand
Arm & Hammer Baking Soda	Use as refrigerator deodorizer, toothpaste, laundry detergent, and carpet and litter-box freshener
Campbell's Soup	Used as sauce or flavor enhancer to add life to old recipes
Chex Cereals	Mix and eat for a party snack
Clorox Bleach	Clean and shine floors and windows
Dannon Yogurt	Substitute for high-fat eggs and oil in muffins, dips, and brownies
Heinz Vinegars	Use for cleaning windows, floors, and carpet
Pillsbury Big Country Biscuits	Use instead of bread for making sandwiches
RealLemon Lemon Juice	Add to poultry recipes for added flavor
Reynold's Aluminum Foil	Cook all ingredients in foil for quick and easy clean-up

Tums Anti-acid Tablets   Use as a nutritional calcium supplement

Wrigley's Chewing Gum   Chew the gum as a substitute for smoking

Key Procedures in Generating New Uses for Old Brands

Procedure	Description of Procedures
1. Project Team Formation	Form project teams including managers of manufacturing, research and development, sales, distribution, accounting/finance, operations, and marketing.
2. Secondary **Research** Overview	Analyze secondary date (i.e., quantitative **consumer** **research** , trend **research** , and syndicated **research**) for expansion opportunities.
3. Idea Generation	Seek new uses through ideation sessions, consumer surveys, focus groups, in-home studies, mall surveys, write-in campaigns and contests, 800 consumer lines, one-on-one interviews.
4. Idea Prioritization	Categorize ideas beased on core competencies, technology, and competition. An industry standard impact of 3 to 5% sales increase yields a "good result."
5. Select New Uses	Use internal analysis and **consumer research** including concept tests and market trials) to help select new uses.
6. Develop Marketing Communication Plan	Use research results and knowledge of substituted brands to determine target market, message strategy, and media strategy.
7. Incorporate in Strategic Brand Plan	Determine the role the new use will play in determing brand strategy.

Common Methods for Generating Secondary Uses of Brands

Method	Advantages	Disadvantages
Outsource to agencies	* Understands brand portfolio * Has relevant research templates * Often closer to customers	* Not close enough to the brand and internal processes * Creative bias * Media bias
Basis (ROI) testing	* No time wasted on unprofitable ideas * Can reduce number of ideas	* Rigorous, high hurdle rates * Kills good ideas * Slow to market
800 numbers, write-ins, and contests	* Wide sampling of ideas * Provides a deep penetration and awareness of uses	* Ideas not applicable * Legal issues * Have to give credit and recognition to participant
Phone interviews	* Wide sampling of ideas	* Difficult to target loyal and heavy users

Method		
	* Quick	* Difficult to "dig deep" in the interviews
Consumer focus groups, surveys, and home tours	* Provides a controlled focus * Provides an effective platform for discussion and probing	* Expensive * Time consuming * Often needs extensive analysis
Company brainstorming sessions	* Aligned with company strategy * Weeds out bad ideas	* Slow to market * Too many approval levels * Not always consumer focused

Method	Best Used When ...
Outsource to agencies	* There are conflicts within project teams. * Agency has strong experience with brand and research. * The budget allows for outsourcing.
Basis (ROI) testing	* There is technological involvement with research and development.
800 numbers, write-ins, and contests	* There is a need to boost public relations. * Awareness needs to be generated.
Phone interviews	* Time is crucial.
Consumer focus groups, surveys, and home tours	* The "whys" behind brand usage are of interest. * Substitutes need to be considered.
Company brainstorming sessions	* Consumer focus is clear. * New uses have been narrowed down.

Sample Questioning to Generate and Screen New Uses for Mature Food Products

Verification of a Proposed New Use

Focus Group and Panels

* How do you decide whether you will use a new recipe?
* What is the biggest meal problem you need to have solved?
* How have you used this product in the past six months?
* Why don't you use this product more frequently?
* Do you use this product in alternative ways than its primary use? Why and why not?

In-home Visits

* Why would you use this product/why not?
* What alternative products might you eat in place of this one?
* What do you currently stock as substitutes for this product?
* How might you use this **product** differently in different rooms?

Concept **Testing**

* How likely are you to make this recipe?
* How will you feel when serving this to your family?
* When would you be most likely to make this recipe?

* How often would you make this recipe? Why?
* Do you find this flavorful, different, or easy? Why?
In-home Call-Backs
* What were your original thoughts on making this new recipe?
* What were your likes and dislikes after making this recipe?
* Would you make this again? Why? When?
* What would you change about the proposed advertisement based on using this product?

What New Uses Are Popular with Consumers?

New Use for Product

Original Use for the Product	For Eating or Drinking Purposes	For Health or Beauty Purposes	For Cleaning Purposes
Food products	78%	15%	7%
Health and beauty products	--	73%	27%
Cleaning products	--	9%	91%

What Advantages Do the New Uses Have over Other Products?

Product	More Convenient	Lower Cost	Healthier	More Effective	Habits Changed	More Ecological
Food products (n = 218)	22%	19.3%	25.7%	10.1%	11.9%	11%
Health and beauty products (n = 101)	18.8%	23.8%	17.8%	23.8%	13.8%	2%
Cleaning products (n = 83)	30.1%	18.1%	--	16.9%	21.7%	13.2%
Total (n = 402)	22.9%	20.2%	18.4%	14.9%	14.4%	9.2%

"How Did You Learn About the New Use?"

Product	Advertising and Other Media Package	Magazine	Television	Books	Referrals from Others Parent
Food products (n = 218)	10.6%	12.4%	6%	7.3%	22.5%
Health and beauty products (n = 101)	18.8%	9.9%	12.9%	3%	2%
Cleaning products (n = 83)	18%	8.5%	3.6%	3.6%	16.9%
Total (n = 402)	14.2%	10.9%	7.2%	5.5%	16.2%

Product	Friend	Spouse	Self-Generated "Trial and Error"
Food products (n = 218)	11%	4.1%	26.1%
Health and beauty products (n = 101)	38.6%	10.9%	3.9%
Cleaning products (n = 83)	19.3%	4.8%	25.3%
Total (n = 402)	19.6%	6%	20.4%

"Describe the Ideal Target Customer for this New Use"

	Mother	Health Conscious	Frugal	Homemaker/ Housekeeper	Fast, Efficient
Food product (n = 218)	28.7% (*)	23.4%	18.4%	8.6%	6.3%

Cleaning Products (n = 101)	20.1%	8.8%	16%	24.2%	16%
Health and beauty products (n = 83)	2.5%	27.9%	2.5%	3.3%	19.6%
Totals (n = 402)	21.9%	20.2%	15%	11.9%	11.2%

	Environmentalist	Adventurous	Imaginative
Food product (n = 218)	9.8%	4.3%	0.5%
Cleaning Products (n = 101)	7.2%	5.7%	2%
Health and beauty products (n = 83)	9%	17.2%	18%
Totals (n = 402)	9%	6.9%	3.9%

(*.)Percentage of people who used this particular word to describe the ideal customer.

Marketing Strategies to Revitalize Old Brandswith New Uses

High Potential Usage Rate

	Many Substitutes	Few Substitutes
	Preemptive Advertising and Promotional Strategy	Increase Price to Reflect Value of New Uses
Target brand easily found around house	* Cereal as a snack * Soft drinks in the morning	* Soup as a sauce * Foil as baking wrap
	Preemptive Distribution and POP Advertising	Develop a Brand Extension for New Use
Target brand difficult to find around house	* Gum as smoking deterrent * Frozen candy as snack	* Antacids as calcium supplements * Lotion as a preshave

Low Potential Usage Rate

	Many Substitutes	Few Substitutes
	Promote New Use on Package	Heavy Media Promotion of New Uses
Target brand easily found around house	* Bleach as a cleaner * Steak sauce on burgers	* Baking Soda as deodorant * Salt as toothpaste
	Differentiate Brand or Use Package Ads	Promote Through Samples and POP
Target brand difficult to find around house	* Vaseline as door hinge	* Yogurt in recipes

<div style="columns">

lubricant
* Fabric
sheets in
dresser

instead of
eggs
* Lemons with
chicken

</div>

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...   operations, and marketing). Advertising agencies were involved in
the process to align industry expertise in **consumer** behavior, market
research , and trend analysis with internal strengths and brand
positioning.
     Generating new uses begins with an...
...both a technical and a behavioral perspective. Ideas are prioritized
based on core competencies, competitive **products** , and technologies and
are then **tested** both from a production feasibility standpoint and a
customer acceptance standpoint. After setting sales or...

...for old brands
     Despite the delay and the cost, the most successful campaigns
involved primary **consumer**   **research** . These methods commonly involve
consumer mail surveys, focus groups of heavy users, in-home interviews,
mall intercepts, write-in contestslow-fat, healthy substitute," or "new and
creative" for food **products**), the feasibility, and the estimated consumer
acceptance.
     Concept **tests** The purpose of concept testing is to determine
positioning and promotional strategies. Consumers are shown...

...Lab at the University of Illinois is the creation of a "laboratory home"
wherein a **simulated**   **environment** is created with everyday amenities. The
consumer is asked to tour the environment and articulate...

...creation to appease the experimenter.) The sample questions in Table 4
were validated in both **real** homes and in the laboratory **home** . The
feasibility and market potential of these ideas are analyzed based on
consumer trends, adoption, competitive **products** , and volume projections.
The top ideas move on to concept **testing** with new groups and surveys.
     In-home call-backs Useful information can be acquired by...managers
                              of manufacturing,
                              research and development, sales,
                              distribution,
                              accounting/finance, operations, and
                              marketing.
  2. Secondary **Research**   Analyze secondary date (i.e.,
                              quantitative **consumer**
     Overview   **research** , trend **research** , and
                              syndicated
                              research) for expansion
                              opportunities.
  3. Idea Generation   Seek new uses through ideation
                              sessions, consumer
                              surveys, focus...

...5%
                              sales

	increase yields a "good result."
5. Select New Uses	Use internal analysis and **consumer research** including concept tests and market trials) to help select new uses.
6. Develop Marketing	Use...What do you currently stock as

substitutes for this product?

* How might you use this **product** differently in different rooms?
Concept **Testing**
* How likely are you to make this recipe?
* How will you feel when serving this...

?

Article 3/99

07379558   Supplier Number: 60072166 (THIS IS THE FULLTEXT)
**New Uses That Revitalize Old Brands.(Polling Data)(Statistical Data
   Included)**
WANSINK, BRIAN; GILMORE, JENNIFER MARIE
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 Generating new uses for mature brands creates strategic opportunities for
increased usage of the brand among heavy-users or newly targeted segments.
In-depth interviews were conducted with 34 experienced brand managers and
with 402 consumers who used old brands in new ways. The results focus on
three key questions: (1) What new uses will revitalize an old brand?; (2)
How do consumers learn of new uses for old brands?; and (3) How can new
uses be most effectively communicated? Answering these questions enables
one to craft a new usage campaign that increases both brand equity and
sales.
     NUMEROUS MATURE BRANDS have revitalized their sales by advertising new
usage situations. Consider Arm & Hammer in 1969. Sales were dropping
because of a decline in home-baking and the introduction of ready-to-bake
packaged foods that already included baking soda. Revitalization was
critical. Arm & Hammer responded by marketing the brand as a deodorizer for
refrigerators, and sales skyrocketed. Clorox bleach is traditionally used
for brightening clothes; however, surveys have discovered consumers using
the brand all over the house from cleaning tiles and countertops to
scrubbing windows and floors. Dannon yogurt, once viewed only as a
stand-alone health food, is now seen on bakery mix packages as a substitute
for high-fat eggs and oil in muffins, dips, and brownies.
     Expansion advertising, promoting new uses for old brands, can
increase sales by increasing usage frequency. Indeed, in some cases, it is
considerably less expensive to increase the usage frequency of current
users than it is to convert new users in a mature market (Wansink and Ray,
1996). Consider Table 1. By understanding how consumers learn about new
uses for mature brands, marketers can become more effective at developing
new uses and compellingly promoting these new uses to the most promising
segments.
     This research investigates three key questions: (1) What new uses
will revitalize an old brand?; (2) How do consumers learn of new uses for
old brands?; and (3) How can new uses be most effectively communicated? To
answer these questions, in-depth interviews were conducted with 34
experienced brand managers and 402 adult consumers who used old brands in
new ways. We found a "best practices" answer to the first question through
the 34 brand managers, and we found a statistical answer to the second
question through the 402 consumers. These findings are combined with
existing research to generate expansion advertising tactics and marketing
strategies that successfully answer the third question.
     1. WHAT NEW USES WILL REVITALIZE OLD BRANDS?
     To determine the new uses that revitalize old brands, 34 experienced
packaged-goods managers were interviewed by phone. These were managers who
had been identified by trade articles as innovators in expanding old brands
into new usage situations. The interviews, ranging from 12 to 54 minutes,
included questions concerning the methods used to generate new ideas, the
procedures they used to screen these ideas, and the promotional activities
they used to educate consumers about these new uses.
     Procedures to generate and screen new uses for old brands
     While the processes for idea generation vary across companies and
product lines, seven common processes were used to generate and screen new
uses for their brands (see Table 2). In all cases, multidisciplinary

p1

project teams were formed with various responsibilities (including manufacturing, research and development, sales, distribution, accounting/finance, operations, and marketing). Advertising agencies were involved in the process to align industry expertise in **consumer** behavior, market **research** , and trend analysis with internal strengths and brand positioning.

p2

Generating new uses begins with an analysis of brand usage, customer demographics, competitive products, and promotional effectiveness. Once the primary research is done, internal brainstorming (through round tables) is conducted to discuss the opportunities for new uses from both a technical and a behavioral perspective. Ideas are prioritized based on core competencies, competitive **products** , and technologies and are then **tested** both from a production feasibility standpoint and a customer acceptance standpoint. After setting sales or brand equity goals, the marketing communication plan is laid out, and the role of the new use in the Strategic Brand Plan is decided.

Research methods that generate new uses for old brands

par 3

Despite the delay and the cost, the most successful campaigns involved primary **consumer** **research** . These methods commonly involve **consumer** mail surveys, focus groups of heavy users, in-home interviews, mall intercepts, write-in contests, and an 800 consumer line. Yet as Table 3 indicates, each method serves a different purpose, and no one method should be relied on to give the best answer.

The effectiveness of these methods vary. According to the brand managers, consumer surveys, focus groups, and in-home studies of heavy users frequently generate the most useful information because they allow the interviewer to probe more deeply than mall intercepts or phone surveys. The experimenter can also change tactics or shift focus as new issues develop, and he or she can follow up on unexpected new uses that arise during the interviews. The main drawback to these methods is the time and cost.

Alternative mechanisms--such as write-ins, contests, and 800 lines--are often used as public relations techniques and often prove useful in developing a database of users. However, the ideas that are generated in these ways are often unique to a specific consumer and do not generally provide marketable applications for the brand. Many of the more feasible ideas generated by contests and call-ins are reportedly ones that most project teams have already considered. in addition, various legal issues (such as credit and compensation) arise when a consumer's idea is used. This tends to not make it a favorite method among most teams.

Focus groups and consumer surveys For new uses, it is often the case that heavy users are best used in focus groups and light and nonusers best used in concept tests. Separating heavy users from light users increases the effectiveness of the test (Wansink and Ray, 1992). Heavy users would not be the best choice for concept tests, since their usage rates and brand equity would bias the results in a favorable direction. Likewise, light users would be less useful in a focus group, since their experiences with the brand are often not frequent or salient enough to provide deep or meaningful insights.

The objective of the focus group is to uncover tacit knowledge (and "consumer secrets") about the brand and its attributes. Generating attribute knowledge leads to the ideation of new uses (such as recipe ideas). These new uses can then be categorized and screened according to the brand positioning (such as "easy to use," "low-fat, healthy substitute," or "new and creative" for food **products**), the feasibility, and the estimated consumer acceptance.

Concept **tests** The purpose of concept testing is to determine positioning and promotional strategies. Consumers are shown advertisement mock-ups or story-boards of the new uses and asked a variety of questions concerning perceptions (such as taste, efficacy, convenience, and cost) and usage likelihood. The danger of concept tests lies in overly leading consumers. Subjects have been repeatedly shown to modify their answers in order to accommodate what they believe the interviewer or group leader wants to hear. Thus, control and cover questions should be included to help measure and control bias in the results. Table 4 provides sample questions that have been successfully used in food and in recipe advertisement

concept tests.

In-home testing In-home testing generates creative and candid responses (Griffin and Hauser, 1993). It is also expensive and time consuming, because it often involves videotapes or written diaries of everyday activities. Care must be taken that the study lasts long enough for the desired new usage situations to naturally arise (e.g., if a consumer uses lemons to clean their sink once a month, it is only 25 percent likely to show up in a one-week test). There is also a concern of bias since the heaviest users and most loyal consumers are likely to be among those most interested in exerting the effort to complete the study.

An alternative that is being tested at the Food and Brand Lab at the University of Illinois is the creation of a "laboratory home" wherein a simulated environment is created with everyday amenities. The consumer is asked to tour the environment and articulate uses for the brand being tested. Two areas of potential bias are (1) creating a "lab home" that has too few living areas, and (2) only including the brand being tested. (A "home" consisting of only a kitchen and bathroom will exclude any new uses from other parts of the house, and it can sometimes "force" new usage creation to appease the experimenter.) The sample questions in Table 4 were validated in both real homes and in the laboratory home. The feasibility and market potential of these ideas are analyzed based on consumer trends, adoption, competitive products, and volume projections. The top ideas move on to concept testing with new groups and surveys.

In-home call-backs Useful information can be acquired by having consumers experiment with the new use in their home and provide feedback. After consumers are screened, they are typically given a supply of the brand and instructions on its new use. After a set time period (from one week to two months), the consumer is interviewed or surveyed about their experiences with the brand in its new use. This helps determine the usage intentions for the brand and perceptions of the brand after it is used in the new way. Not only can attitudes toward the new use be mea sured, but the effect of the new use on total brand equity can also be assessed.

While in-home call backs are relatively inexpensive, they are time consuming. Nevertheless, these are especially helpful when the company is concerned about the intervention bias that might result from too much exposure during use. In other words, it allows the company to test the feasibility of a new brand use without replicating the usage situation in a stressful lab environment or having an experimenter looking over the shoulder of the subject.

Companies use many different types of primary research and screening methods to derive new uses for their mature brands. If time and budgets permit, focus groups, surveys, concept tests, in-home visits, and in-home callbacks tend to be preferred methods. The question now remains: given a feasible new use, what is the most compelling way to promote this use? Put more broadly, how do consumers learn of new uses for old brands?

2. HOW DO CONSUMERS LEARN OF NEW USES FOR OLD BRANDS?

To understand how consumers learn of new uses for old brands, open-ended questionnaires were sent to 450 consumers from five states (California, Illinois, Iowa, New Hampshire, and Pennsylvania) who had indicated in a prior screening that they used old brands in new ways. Of this sample, 402 consumers (89 percent) responded in time to be included in the analysis. Of those surveyed, 61 percent were between the ages of 35 and 50; 77 percent were home-owners; 73 percent had two or more children; 68 percent were female; 58 percent were college graduates; and 53 percent were from the midwest, 41 percent from the east coast, and 6 percent from the west. Compared to population norms, this sample was slightly more educated than what would be expected from the basic age demographic. They were asked to describe a product that they used in a way different than which it was intended and to indicate why they used it that way. They were also asked to describe how they learned about this new use and how they would describe t he typical person who also used the product in this alternative manner. The new uses they described varied from novel (using throat spray to treat razor burn and using baking soda as an anti-acid) to common (eating breakfast cereal as a midnight snack).

Why do people find new uses for old brands?

While the classic example of a new use is that of using baking soda

as a refrigerator deodorizer, the majority of new uses for old brands are not so drastic. They often involve recipe substitutions (using yogurt instead of cooking oil) or using brands in similar ways but in different contexts (using Liquid Paper to cover up scratches on doorframes). What are the most popular new uses for old brands? As seen in Table 5, new uses are largely determined by the original use for a brand. To a large extent, food products are still eaten, personal care items are used for personal care purposes, and cleaners are used for cleaning.

The tendency toward using products in similar contexts (i.e., foods as foods and cleaners as cleaners) can be easily explained from a psychological standpoint. Consumers do not like to think that the Vaseline they use to remove makeup can also keep door hinges from squeaking; nor that the soda they drink can strip corrosion off battery terminals. There are some mental lines between product categories that people are hesitant to cross. This is especially true when it comes to products that go in or on our bodies (foods and beauty products).

People use old brands in new ways when these brands are seen as better than a substitute product that is currently used in that usage context. As Table 6 indicates, old brands are most often used because they are seen as more convenient, less costly, healthier, or more effective than what would otherwise be used. In nearly all cases, the old brand is used in the new situation because it dominates the product that is typically used. Foods are used in new situations because they are healthier (popcorn over potato chips, or sugarless sweeteners over sugar). Health and beauty products are used in new situations because they are either of "lower cost" or "more effective." And cleaners are used in new situations because they are "more convenient." These findings are consistent with an exploratory study (Desai, 1992) which found that consumers use brands in different ways for three practical reasons: (1) convenience--the brand is a handy, immediate solution to a specific need; (2) effectiveness--the brand works mor e effectively than an available (or unavailable) substitute; and (3) cost--the brand is less expensive than using or stocking an alternative.

How do people learn about new uses for old brands?

People learn about new uses for old brands either through referral-based learning (parents, friends, spouse, or self) or through media-based learning (packaging, magazines, television, or books). Many new uses for mature brands-- particularly those involving new usage situations for food--are a result of referral-based learning (see Table 7). With media-based learning, magazine advertisements were more effective than television advertisements. Subsequent focus groups indicated the perceived superiority of print was because more information can be communicated at a more leisurely rate. In addition, magazine advertisements gave the new uses a chance to "sink in," or to be revisited with repeated readings.

Of particular interest is the finding that the most compelling way to suggest a new use is to advertise it on the package or label itself. Part of this can be attributed to a captive market, that is, the person reading the package is already favorably prediposed to it. However, a stronger reason could be the strength of packaging at the Point-of-Usage (Wansink, 1996). If the intended new use is actually printed on the package, the consumer will be reminded of the new use every time the brand is consumed. This also had a "halo effect" of increasing the perceived versatility of the brand, which has been shown to increase brand equity.

What consumers should be targeted?

What are the characteristics of a new user? When asked this question, consumers most often described a person who was "health conscious," "thrifty," "imaginative," "seeking natural products," "adventurous," "investigative," and a "timesaver." The majority described a woman (see Table 8), and over 27 percent specifically identified her as being a "mother." It comes as no surprise though that children act as a very strong motivator to either decrease costs or increase convenience by using old brands in new ways.

Interestingly, the ideal user described by brand managers was remarkably similar. They were anecdotally described as early adopters, educated, curious, health conscious, not price sensitive, brand loyal, and female. The convergence of these perceptions of managers and consumers suggests a clear target profile for new usage campaigns.

3. HOW CAN NEW USES BE MOST EFFECTIVELY COMMUNICATED?

The insights generated from surveys and interviews will underscore the brand's advantages in the new situation. In promoting this new use, the main objective is to leverage brand equity by reinforcing the core advantages that are the most appropriate for the new usage situation. (1)

While doing this, the key to effectively advertising a new use for an old brand lies in making this new use appear similar to existing uses of that brand but not overly so. If perceived as similar, the existing use for the brand provides an "attitude halo" for the new use and eases its adoption. Suppose a woman sees an advertisement encouraging her to drink Pepsi during a morning break. If drinking Pepsi in the morning is advertised as similar to drinking it for an afternoon "pick-me-up," this "halo" can begin to make Pepsi a morning consideration. Usage-related advertising increased monthly usage of three test brands by an average of 73 percent (Wansink and Ray, 1996). If the new use is seen as too similar, however, the consumer will discount the message; reason tells them that if the two situations were so similar they would already be using the brand in that situation.

Perhaps the quickest means to increase usage frequency is to position the brand as a substitute for products in other categories. For instance, expansion advertising campaigns encourage consumers to use Philadelphia cream cheese instead of butter on bread, to eat Special K breakfast cereal instead of cookies in the afternoon, and to serve Orville Redenbacker popcorn instead of potato chips and peanuts at a party. These attempts are most successful when the revitalized brand is seen as different--but not too different--from the substituted product. If the new-use brand and the product it is looking to replace are too different (e.g., dry cereal and ice cream), their similarities should be advertised. If they are too similar (frozen yogurt and ice cream), their differences should be advertised (Wansink, 1994).

There is no one perfect strategy to promote a new use for a brand. The effectiveness of a strategy depends on a brand's availability, its potential usage rate, and the number of potential substitutes it has (Desai, 1992). Consider Table 9. If a brand is easily found around the home, has a high potential usage rate, and has many substitutes, a preemptive advertising and promotional strategy should be considered. On the other hand, if a brand is not normally found around the house, has a high potential usage rate, and has many substitutes for the new usage situation, a preemptive distribution strategy should be considered. Because the brand first has to be in the house, a heavy distribution strategy and POP advertising plan is of primary importance (Desai, 1992). Ultimately, the best test for selecting the optimal marketing strategy is a copy-test with cognitive response questions pertaining to both usage likelihood as well as usage frequency of both heavy and light users (Wansink and Ray, 1992).

CONCLUSION

While new usage campaigns can fully revitalize a brand (recall Arm & Hammer baking soda), even sales lifts of 3 to 5 percent are often considered successes (Wansink, 1998). What can be expected for a specific brand in a specific situation typically lies somewhere in between these two extremes. The possibilities are determined by (1) the number of substitutes for the new use, (2) the availability and penetration of the target brand, and (3) the potential frequency of this new use.

Generating new uses for mature brands creates strategic opportunities for increased usage of the brand among heavyusers or newly targeted segments. Doing so can increase sales, protect the brand from competitors, or simply decelerate a death spiral. Of key importance is understanding the real reasons behind why and how consumers use the brand. Understanding this information enables one to craft a new usage campaign that increases both brand equity and sales.

BRIAN WANSINK is associate professor of business administration, of advertising, and of agricultural and consumer economics at the University of Illinois, Urbana-Champaign. He is Founder and Director of the University's Food and Brand Lab (FoodandBrandLab.com), which focuses on product-usage research and on revitalizing mature brands. Dr. Wansink received his Ph.D. from Stanford University.

(1.) Marketing to loyal brand consumers, heavy users, and segmented innovators is likely to be the best approach in promoting the new use. These markets are typically the ones that are primed to accept the promotional message in a positive light.

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New Uses for Old Brands

Brand	Proposed, Pretested, or Launched New Use for the Brand
Arm & Hammer Baking Soda	Use as refrigerator deodorizer, toothpaste, laundry detergent, and carpet and litter-box freshener
Campbell's Soup	Used as sauce or flavor enhancer to add life to old recipes
Chex Cereals	Mix and eat for a party snack
Clorox Bleach	Clean and shine floors and windows
Dannon Yogurt	Substitute for high-fat eggs and oil in muffins, dips, and brownies
Heinz Vinegars	Use for cleaning windows, floors, and carpet
Pillsbury Big Country Biscuits	Use instead of bread for making sandwiches
RealLemon Lemon Juice	Add to poultry recipes for added flavor
Reynold's Aluminum Foil	Cook all ingredients in foil for quick and easy clean-up
Tums Anti-acid Tablets	Use as a nutritional calcium supplement
Wrigley's Chewing Gum	Chew the gum as a substitute for smoking

Key Procedures in Generating New Uses for Old Brands

Procedure	Description of Procedures
1. Project Team Formation	Form project teams including managers of manufacturing, research and development, sales, distribution, accounting/finance, operations, and marketing.
2. Secondary **Research**	Analyze secondary date (i.e.,

	quantitative **consumer**
Overview	**research** , trend **research** , and syndicated
	research) for expansion opportunities.
3. Idea Generation	Seek new uses through ideation sessions, consumer
	surveys, focus groups, in-home studies,
	mall surveys, write-in campaigns and contests,
	800 consumer lines, one-on-one interviews.
4. Idea Prioritization	Categorize ideas beased on core competencies,
	technology, and competition. An industry standard impact of 3 to 5% sales
	increase yields a "good result."
5. Select New Uses	Use internal analysis and **consumer research**
	including concept tests and market trials) to help select new uses.
6. Develop Marketing	Use research results and knowledge of substituted
Communication Plan	brands to determine target market, message strategy, and media strategy.
7. Incorporate in Strategic	Determine the role the new use will play
Brand Plan	in determing brand strategy.

Common Methods for Generating Secondary Uses of Brands

Method	Advantages	Disadvantages
Outsource to agencies	* Understands brand portfolio	* Not close enough to the brand and internal processes
	* Has relevant research templates	* Creative bias
	* Often closer to customers	* Media bias
Basis (ROI) testing	* No time wasted on unprofitable ideas	* Rigorous, high hurdle rates
		* Kills good ideas
	* Can reduce number of ideas	* Slow to market
800 numbers, write-ins, and contests	* Wide sampling of ideas	* Ideas not applicable
	* Provides a deep penetration and awareness of uses	* Legal issues
		* Have to give credit and recognition to participant
Phone interviews	* Wide sampling of ideas	* Difficult to target loyal and heavy users
	* Quick	* Difficult to "dig deep" in the interviews
Consumer focus groups, surveys, and home tours	* Provides a controlled focus	* Expensive
		* Time consuming
	* Provides an effective platform for discussion and probing	* Often needs extensive analysis
Company brainstorming sessions	* Aligned with company strategy	* Slow to market
		* Too many approval levels
	* Weeds out bad ideas	* Not always consumer focused

Method	Best Used When ...
Outsource to agencies	* There are conflicts within project teams. * Agency has strong experience with brand and research. * The budget allows for outsourcing.
Basis (ROI) testing	* There is technological involvement with research and development.
800 numbers, write-ins, and contests	* There is a need to boost public relations. * Awareness needs to be generated.
Phone interviews	* Time is crucial.
Consumer focus groups, surveys, and home tours	* The "whys" behind brand usage are of interest. * Substitutes need to be considered.
Company brainstorming sessions	* Consumer focus is clear. * New uses have been narrowed down.

Sample Questioning to Generate and Screen New Uses for Mature Food Products

Verification of a Proposed New Use

Focus Group and Panels
* How do you decide whether you will use a new recipe?
* What is the biggest meal problem you need to have solved?
* How have you used this product in the past six months?
* Why don't you use this product more frequently?
* Do you use this product in alternative ways than its primary use? Why and why not?

In-home Visits
* Why would you use this product/why not?
* What alternative products might you eat in place of this one?
* What do you currently stock as substitutes for this product?
* How might you use this **product** differently in different rooms?

Concept **Testing**
* How likely are you to make this recipe?
* How will you feel when serving this to your family?
* When would you be most likely to make this recipe?
* How often would you make this recipe? Why?
* Do you find this flavorful, different, or easy? Why?

In-home Call-Backs
* What were your original thoughts on making this new recipe?
* What were your likes and dislikes after making this recipe?
* Would you make this again? Why? When?
* What would you change about the proposed advertisement based on using this product?

What New Uses Are Popular with Consumers?

New Use for Product

Original Use for the Product	For Eating or Drinking Purposes	For Health or Beauty Purposes	For Cleaning Purposes
Food products	78%	15%	7%
Health and			

	More Convenient	Lower Cost	Healthier	More Effective	Habits Changed	More Ecological
beauty products	--	73%	27%			
Cleaning products	--	9%	91%			

What Advantages Do the New Uses Have over Other Products?

Product	More Convenient	Lower Cost	Healthier	More Effective	Habits Changed	More Ecological
Food products (n = 218)	22%	19.3%	25.7%	10.1%	11.9%	11%
Health and beauty products (n = 101)	18.8%	23.8%	17.8%	23.8%	13.8%	2%
Cleaning products (n = 83)	30.1%	18.1%	--	16.9%	21.7%	13.2%
Total (n = 402)	22.9%	20.2%	18.4%	14.9%	14.4%	9.2%

"How Did You Learn About the New Use?"

Product	Advertising and Other Media Package	Magazine	Television	Books	Referrals from Others Parent
Food products (n = 218)	10.6%	12.4%	6%	7.3%	22.5%
Health and beauty products (n = 101)	18.8%	9.9%	12.9%	3%	2%
Cleaning products (n = 83)	18%	8.5%	3.6%	3.6%	16.9%
Total (n = 402)	14.2%	10.9%	7.2%	5.5%	16.2%

Product	Friend	Spouse	Self-Generated "Trial and Error"
Food products (n = 218)	11%	4.1%	26.1%
Health and beauty products (n = 101)	38.6%	10.9%	3.9%
Cleaning products (n = 83)	19.3%	4.8%	25.3%
Total (n = 402)	19.6%	6%	20.4%

"Describe the Ideal Target Customer for this New Use"

	Mother	Health Conscious	Frugal	Homemaker/ Housekeeper	Fast, Efficient
Food product (n = 218)	28.7% (*)	23.4%	18.4%	8.6%	6.3%
Cleaning Products (n = 101)	20.1%	8.8%	16%	24.2%	16%
Health and beauty products (n = 83)	2.5%	27.9%	2.5%	3.3%	19.6%
Totals (n = 402)	21.9%	20.2%	15%	11.9%	11.2%

	Environmentalist	Adventurous	Imaginative
Food product (n = 218)	9.8%	4.3%	0.5%
Cleaning Products (n = 101)	7.2%	5.7%	2%
Health and beauty products (n = 83)	9%	17.2%	18%
Totals (n = 402)	9%	6.9%	3.9%

(*.)Percentage of people who used this particular word to describe the

ideal customer.

Marketing Strategies to Revitalize Old Brands with New Uses

High Potential Usage Rate

	Many Substitutes	Few Substitutes
	Preemptive Advertising and Promotional Strategy	Increase Price to Reflect Value of New Uses
Target brand easily found around house	* Cereal as a snack * Soft drinks in the morning	* Soup as a sauce * Foil as baking wrap
	Preemptive Distribution and POP Advertising	Develop a Brand Extension for New Use
Target brand difficult to find around house	* Gum as smoking deterrent * Frozen candy as snack	* Antacids as calcium supplements * Lotion as a preshave

Low Potential Usage Rate

	Many Substitutes	Few Substitutes
	Promote New Use on Package	Heavy Media Promotion of New Uses
Target brand easily found around house	* Bleach as a cleaner * Steak sauce on burgers	* Baking Soda as deodorant * Salt as toothpaste
	Differentiate Brand or Use Package Ads	Promote Through Samples and POP
Target brand difficult to find around house	* Vaseline as door hinge lubricant * Fabric sheets in dresser	* Yogurt in recipes instead of eggs * Lemons with chicken

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... operations, and marketing). Advertising agencies were involved in the process to align industry expertise in **consumer** behavior, market **research** , and trend analysis with internal strengths and brand

positioning.
 Generating new uses begins with an...
...both a technical and a behavioral perspective. Ideas are prioritized based on core competencies, competitive **products** , and technologies and are then **tested** both from a production feasibility standpoint and a customer acceptance standpoint. After setting sales or...

...for old brands
 Despite the delay and the cost, the most successful campaigns involved primary **consumer** **research** . These methods commonly involve **consumer** mail surveys, focus groups of heavy users, in-home interviews, mall intercepts, write-in contestslow-fat, healthy substitute," or "new and creative" for food **products**), the feasibility, and the estimated consumer acceptance.
 Concept **tests** The purpose of concept testing is to determine positioning and promotional strategies. Consumers are shown...

...Lab at the University of Illinois is the creation of a "laboratory home" wherein a **simulated** **environment** is created with everyday amenities. The consumer is asked to tour the environment and articulate...

...creation to appease the experimenter.) The sample questions in Table 4 were validated in both **real** homes and in the laboratory **home** . The feasibility and market potential of these ideas are analyzed based on consumer trends, adoption, competitive **products** , and volume projections. The top ideas move on to concept **testing** with new groups and surveys.
 In-home call-backs Useful information can be acquired by...managers
of manufacturing,
research and development, sales, distribution,
accounting/finance, operations, and marketing.

2. Secondary **Research** Analyze secondary date (i.e.,
quantitative **consumer**
 Overview **research** , trend **research** , and syndicated
research) for expansion opportunities.

3. Idea Generation Seek new uses through ideation sessions, consumer
surveys, focus...

...5%

sales
increase yields a "good result."

5. Select New Uses Use internal analysis and **consumer**
research
including concept tests and market trials) to help select new uses.

6. Develop Marketing Use...What do you currently stock as
substitutes for this product?
 * How might you use this **product** differently in different rooms?
 Concept **Testing**
 * How likely are you to make this recipe?
 * How will you feel when serving this...

?